



Departmental Quarterly Performance Report

Department Name: Finance

**Reporting Period:
FY 2002-03
4th Quarter**

| | |
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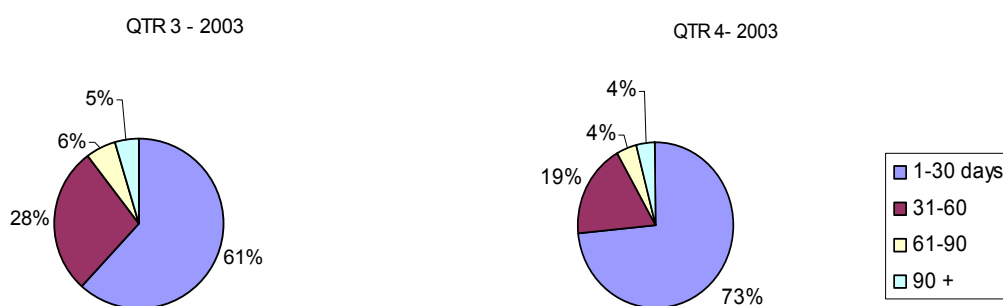
MAJOR PERFORMANCE INITIATIVES

Mission Statement: Provide timely, accurate, efficient, and accessible financial services, data, analysis, tax collection and guidance to our broad customer base and to promote confidence in these products and services as sound foundations for financial and management decision making.

County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Issue payments to vendors within 30 days of receipt of invoice by the County.

Average No. of Days it takes to process invoices



Check all that apply

☐ Strategic Plan
☒ Business Plan
☐ Budgeted
 Priorities
☒ Customer Service
☒ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
 (Describe)

Invoices processed within the following average number of days:

| QTR 3-2003 | No. of Invoices | % of Total | QTR 4-2003 | No. of Invoices | % of Total |
|--------------|-----------------|------------|------------|-----------------|------------|
| 1-30 days | 38,919 | 62% | | 48,963 | 73% |
| 31-60 days | 17,545 | 28% | | 12,650 | 19% |
| 61-90 days | 3,516 | 6% | | 2,802 | 4% |
| Over 90 days | 2,893 | 5% | | 2,580 | 4% |
| Total | 62,873 | 100% | | 66,995 | 100% |

| YTD - 2003 | No. of Invoices | % of Total |
|--------------|-----------------|-------------|
| 1-30 days | 113,858 | 61% |
| 31-60 days | 50,745 | 27% |
| 61-90 days | 10,903 | 6% |
| Over 90 days | 9,715 | 5% |
| Total | 185,221 | 100% |

YTD 2003 includes second, third and fourth quarters of 2003.
 Prior to 2nd quarter 2003, information was not available.

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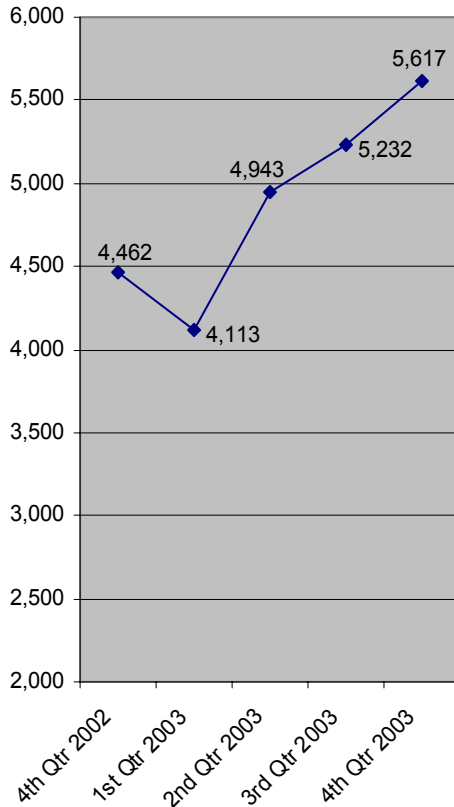
County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Increase the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously and minimize issuance of manual checks

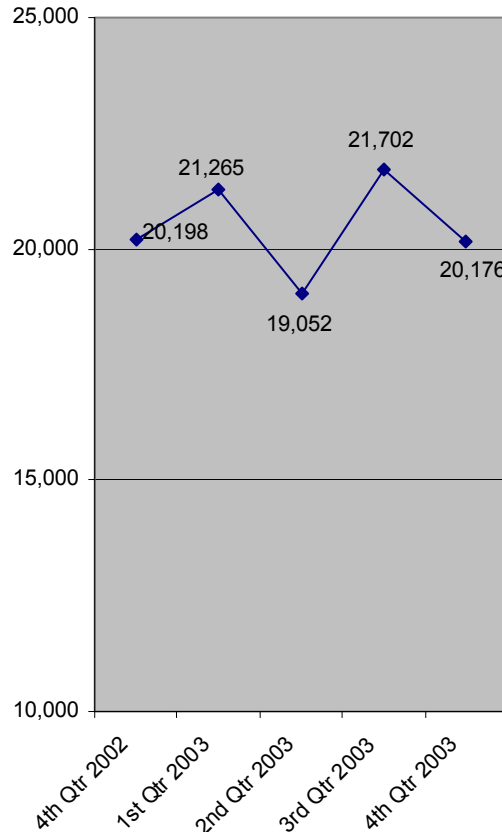
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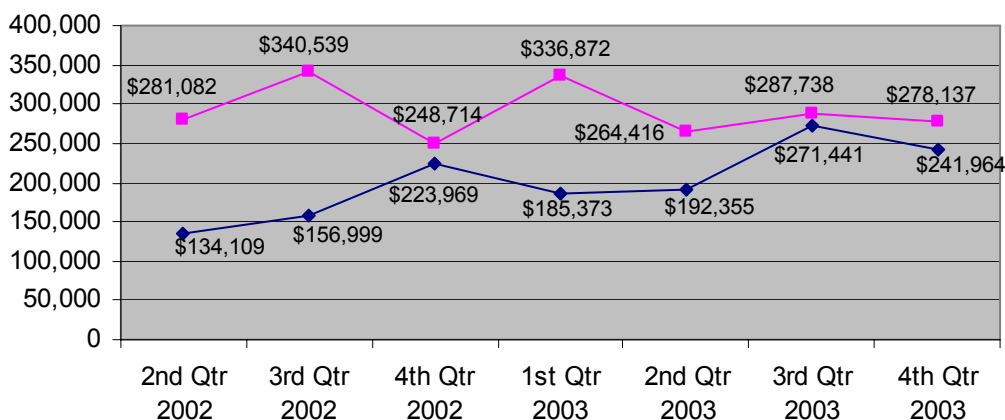
Number of ACH Transactions



Checks Processed



**Amount of ACH Payments vs. Generated Checks including
Emergency Checks (in thousands)**



09/30/03

◆ Amount of ACH Payments ■ Amount of Check Payments

ACH payments represent 45.7% of total payments distributed in 4th quarter 2003.

Departmental Quarterly Performance Report

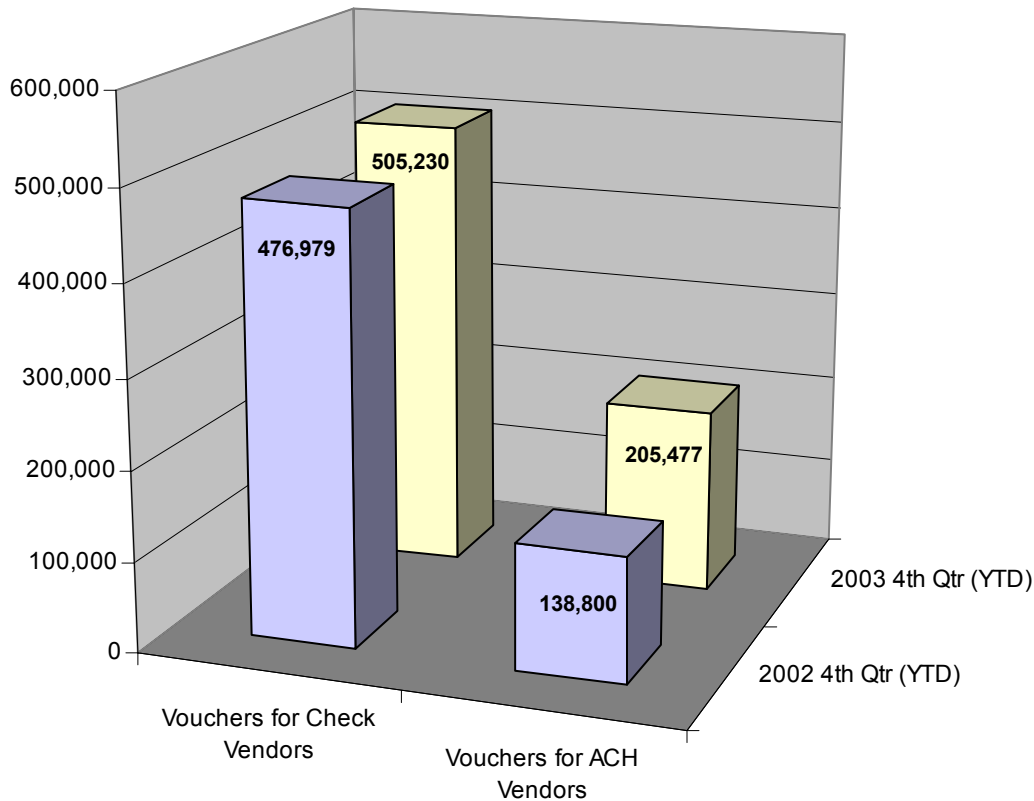
Department Name: Finance

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Process payments to vendors on a timely and accurate manner in the new Accounts Payable module, tracking commodity usage and payment cycle.

Accounts Payable
Vouchers Processed for ACH Vendors vs. Vouchers Processed for Vendors Paid by Check



- 2002 (4th Quarter) – ACH is 22% of Total
- 2003 (4th Quarter) – ACH is 29% of Total

Check all that apply

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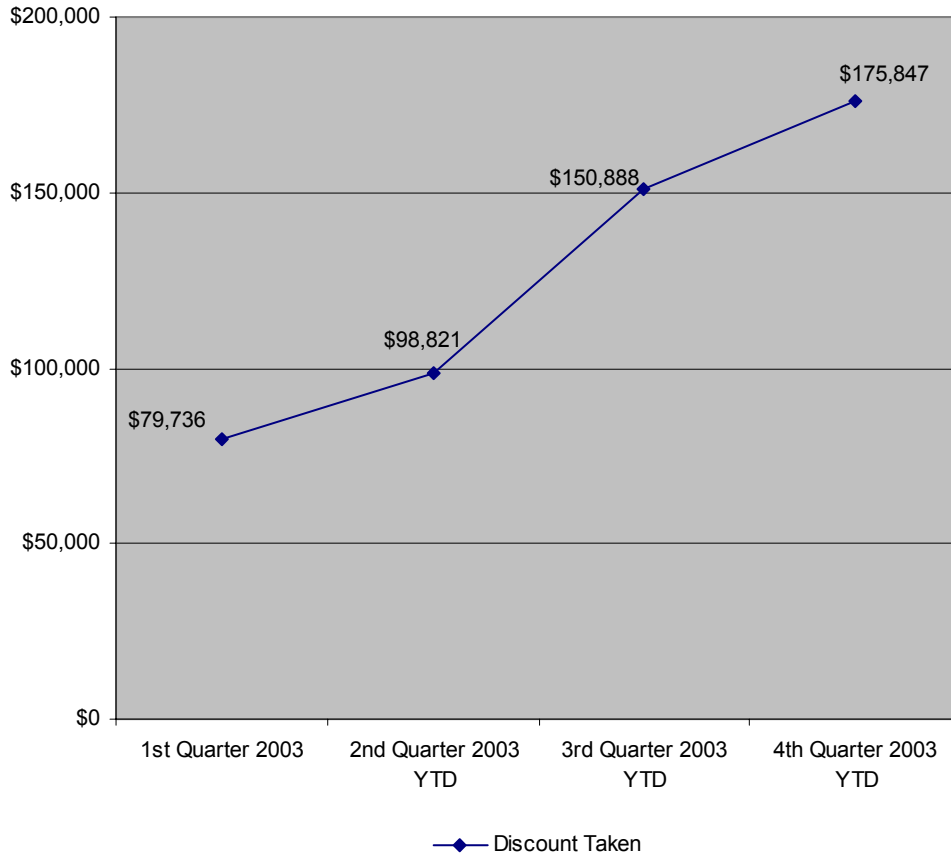
Department Name: Finance

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Maximize prompt payment discounts on all county contracts that provide for early payment discounts.

Discount Taken



Check all that apply

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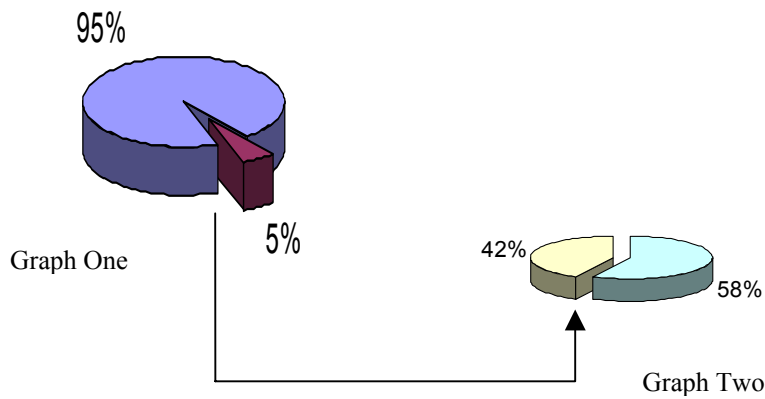
Department Name: Finance

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Analysis of Early Payment Discount Opportunities

The following graphs show that 5% of all contract payments made in FY2003 provide the county early payment discount incentives (graph one). Of this 5%, we were able to take advantage of early payment discounts in 42% of the payments made (graph two).



Check all that apply

- ☐ Strategic Plan
- ☒ Business Plan
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(Describe)

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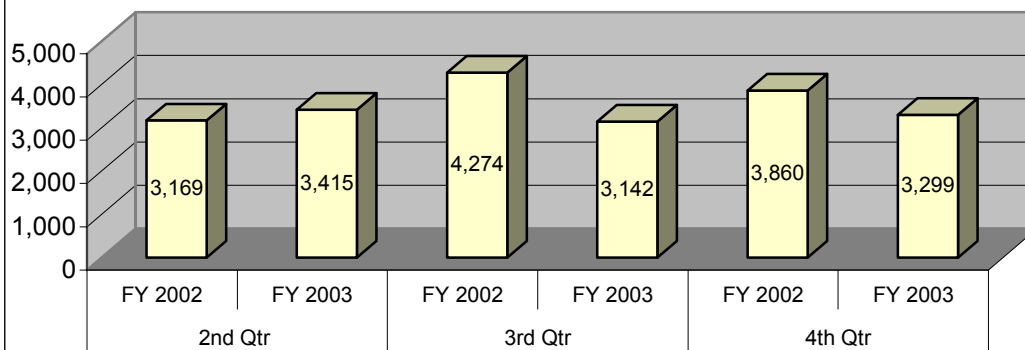
County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Monitor and track emergency payments for Construction Contracts.

Check all that apply

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Emergency Checks Issued



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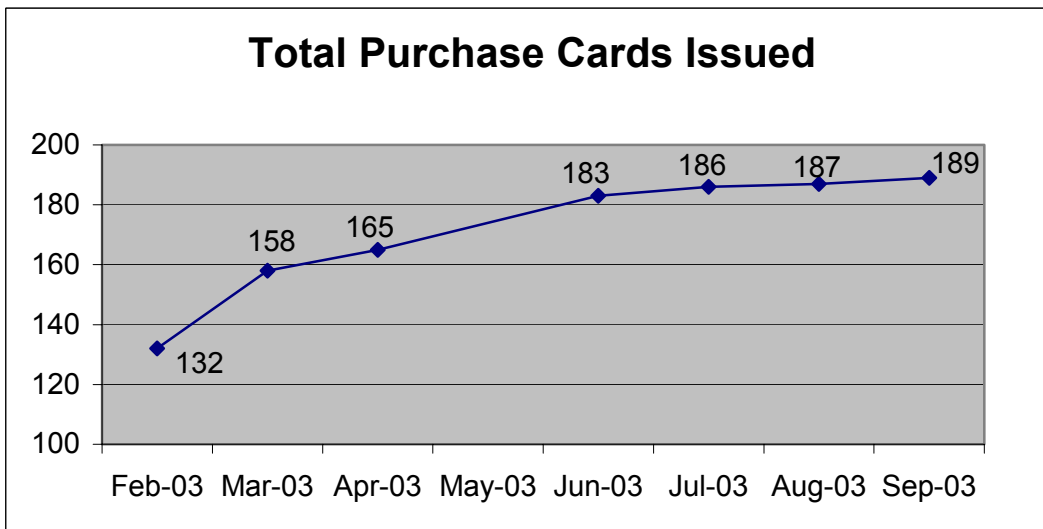
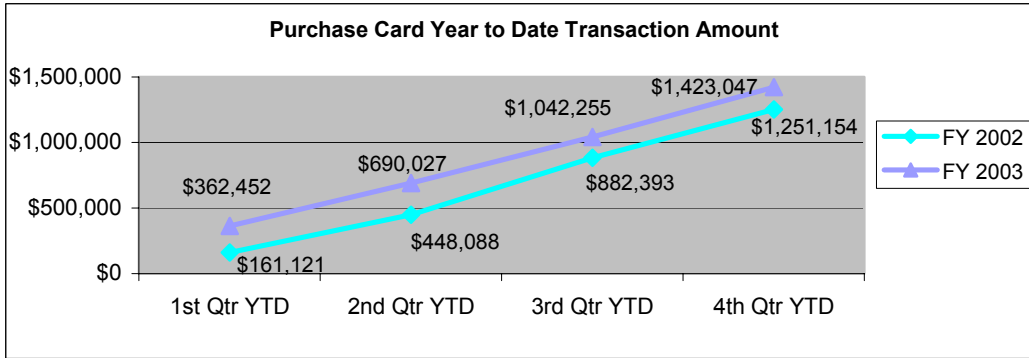
Reporting Period: FY 2002-03 4th Quarter

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Expand usage of purchasing card program to all county departments.

Check all that apply

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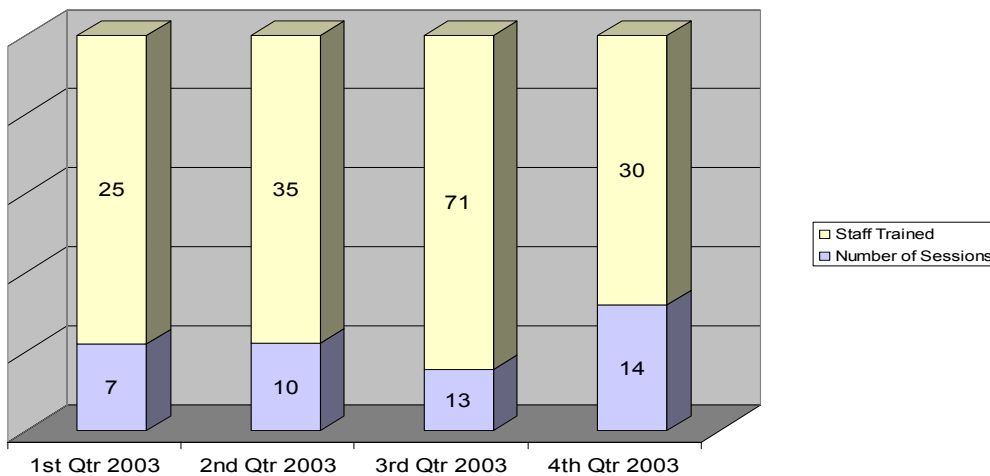
Department Name: Finance

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County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Provide FAMIS and Accounts Payable invoice input training to departments & monitor the number of classes and feedback provided by user departments.

**Finance Systems Training
Number of Sessions & Staff Trained each Quarter**



Check all that apply

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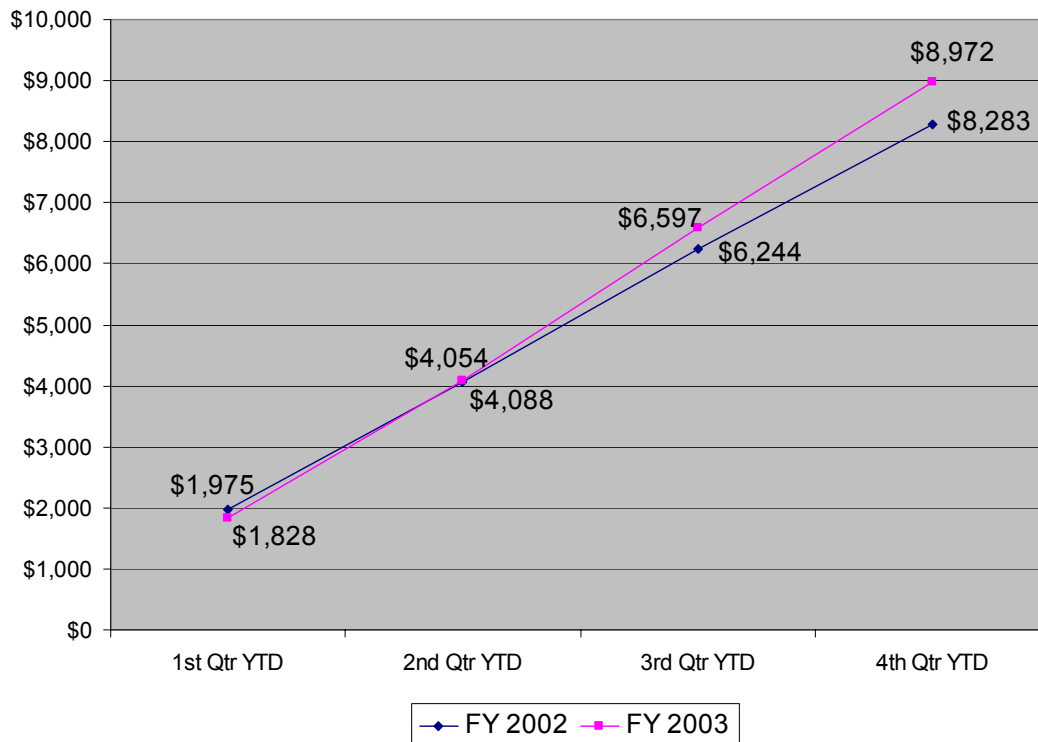
Department Name: Finance

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Increase overall collections of delinquent accounts for medical accounts (JMH), off-duty police accounts, fire rescue accounts, water and sewer and other miscellaneous accounts.

Credit and Year to Date Collections (in thousands)



Check all that apply

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Continue to achieve an average rate of return for all County funds that is competitive with the average rate of return for the County's industry benchmarks

Check all that apply

☐ Strategic Plan

☒ Business Plan

☐ Budgeted

Priorities

☐ Customer Service

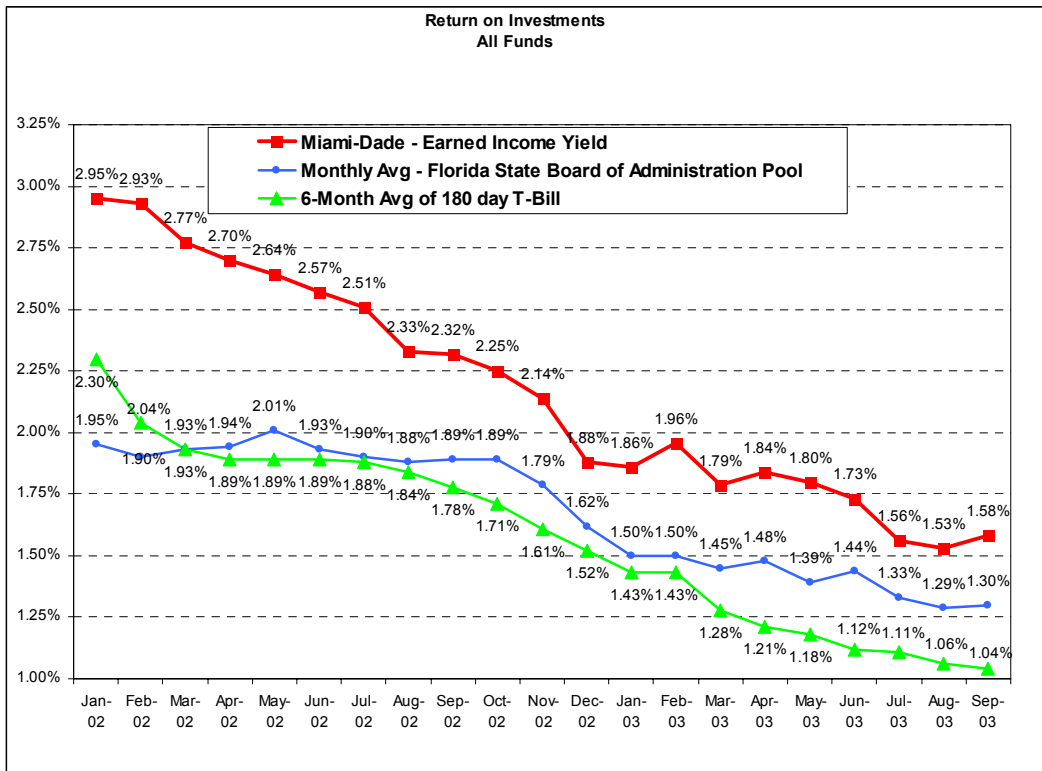
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(Describe)



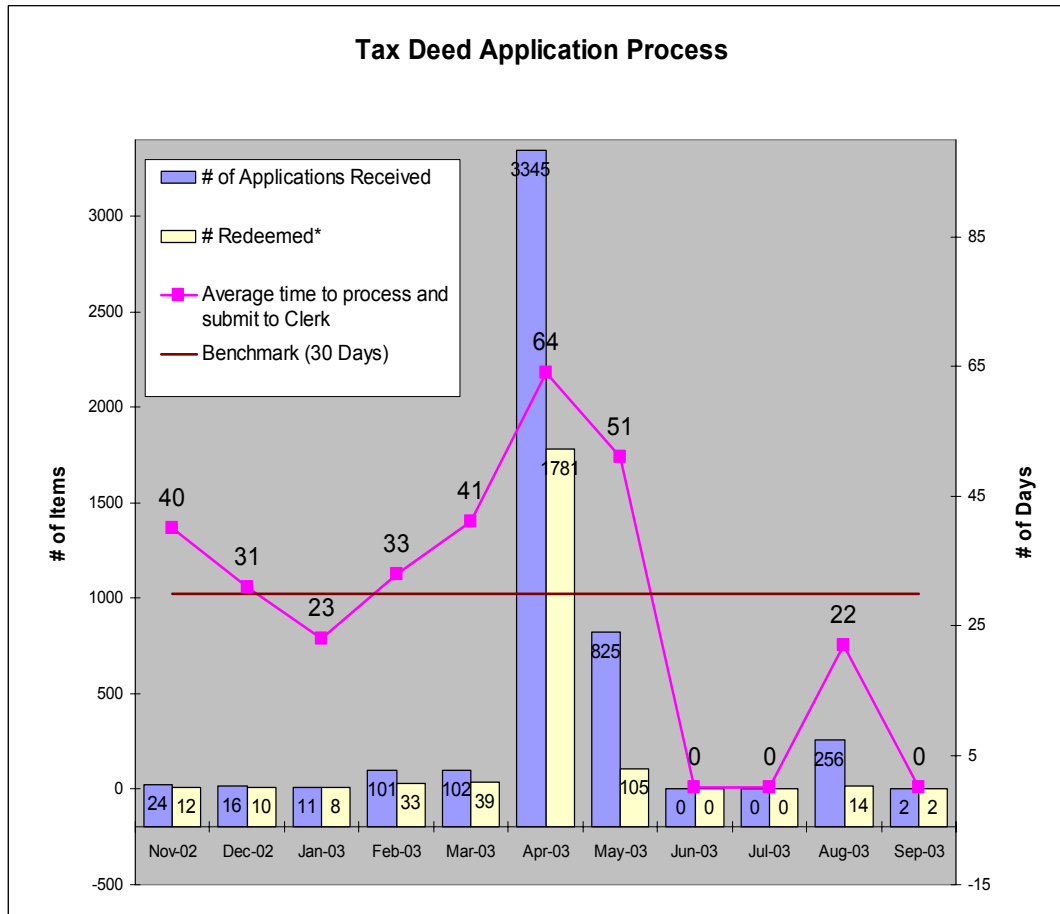
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County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Accurately process Tax Deed applications and redemptions and submit to Clerk's Office within 30 days



* Number redeemed indicates when taxes are paid prior to a public auction of the property deed

**Tax deed applications are not accepted while the yearly tax certificate auction is conducted (June)

Check all that apply

☐ Strategic Plan

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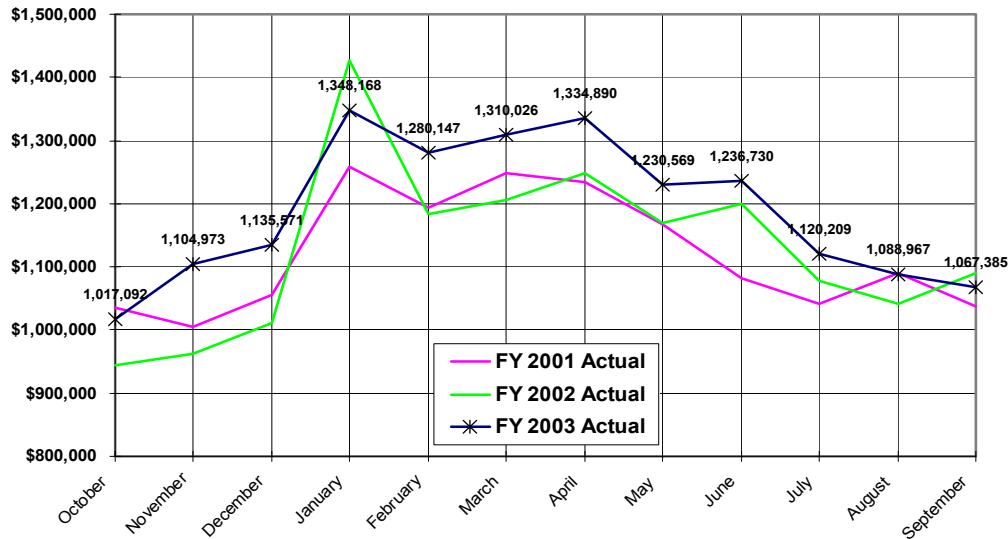
County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

Increase overall field collections for personal property, occupational license, and tourist taxes by 10%

Check all that apply

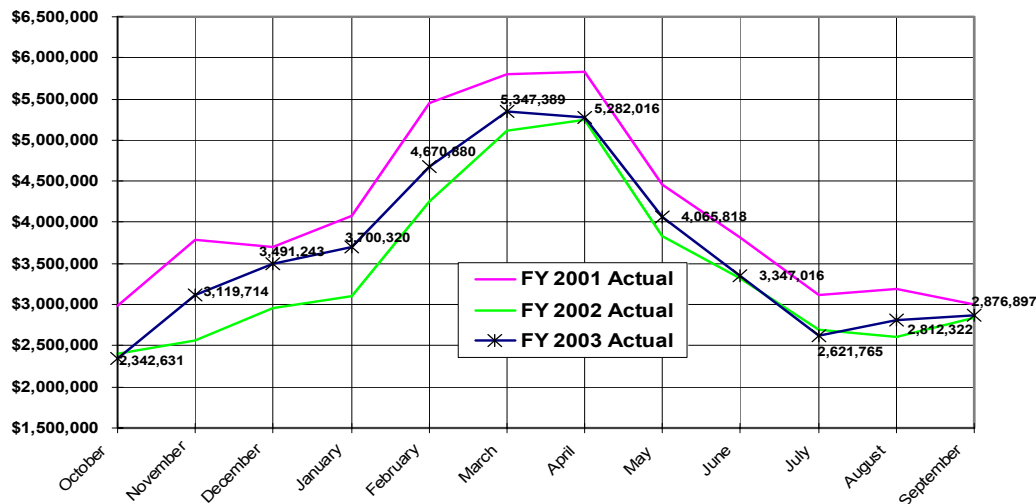
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(Describe)

Food & Beverage Tax Revenues
(by collection month)



1. Includes TDT Surtax and Homeless & Spouse Abuse tax

Bed Tax Revenues
(by collection month)



1. Includes CDT, TDT, and Sports Tax

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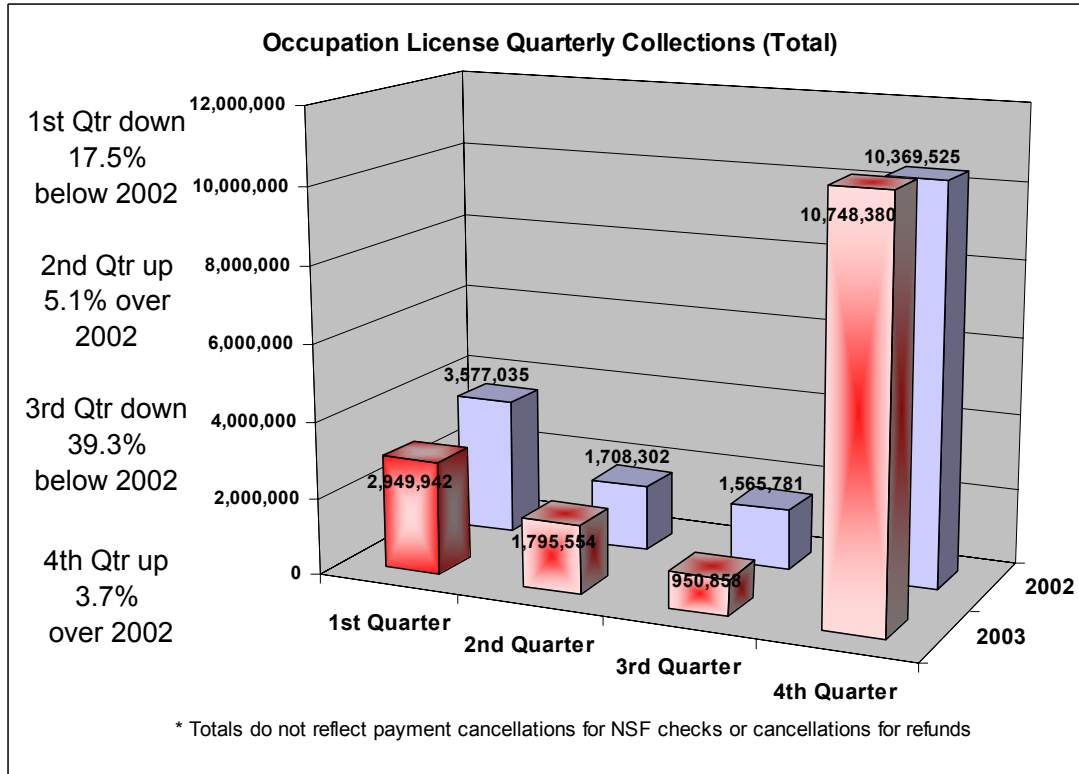
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OL Year runs from August to July

** FY 2002 figures include revenue from the lessor project

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County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Complete an analysis and review of all field collection and enforcement activities and make recommendations for improvements and streamlining of current process. Consolidate field collection duties and/or coordination of field activities to better track and manage the process.

- Focus partners has completed initial study and presented recommendations to management and affected staff
- Enforcement consolidation recommendations were presented to the Efficiency and Competition Committee
- Organizational structure, support staff, training, and information technology solutions are currently being evaluated
- Implementation expected during the 1st quarter of FY 2003-04

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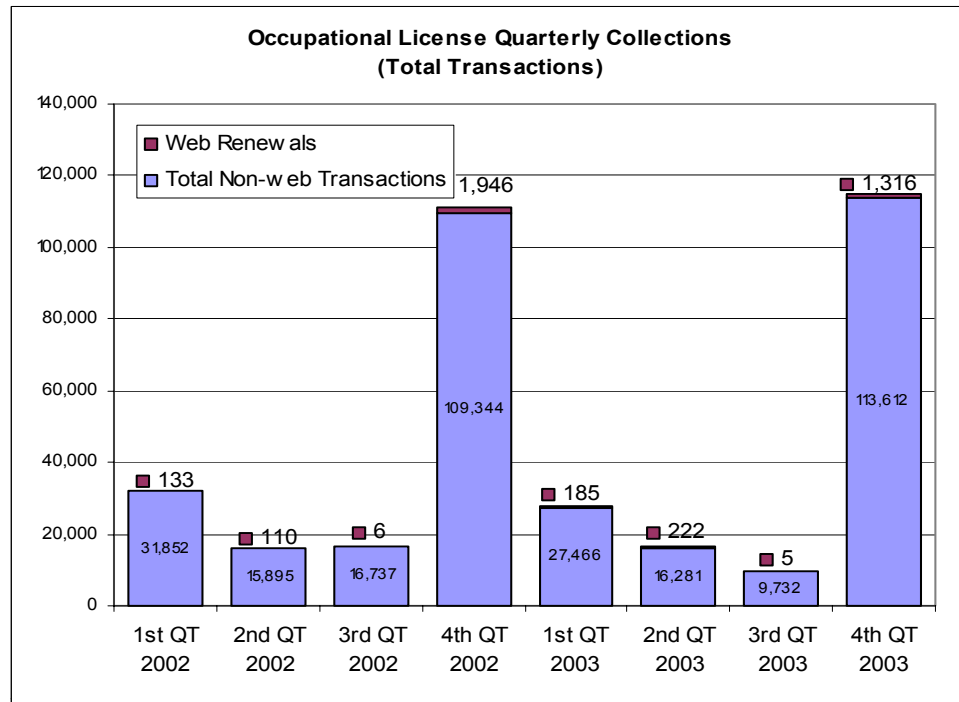
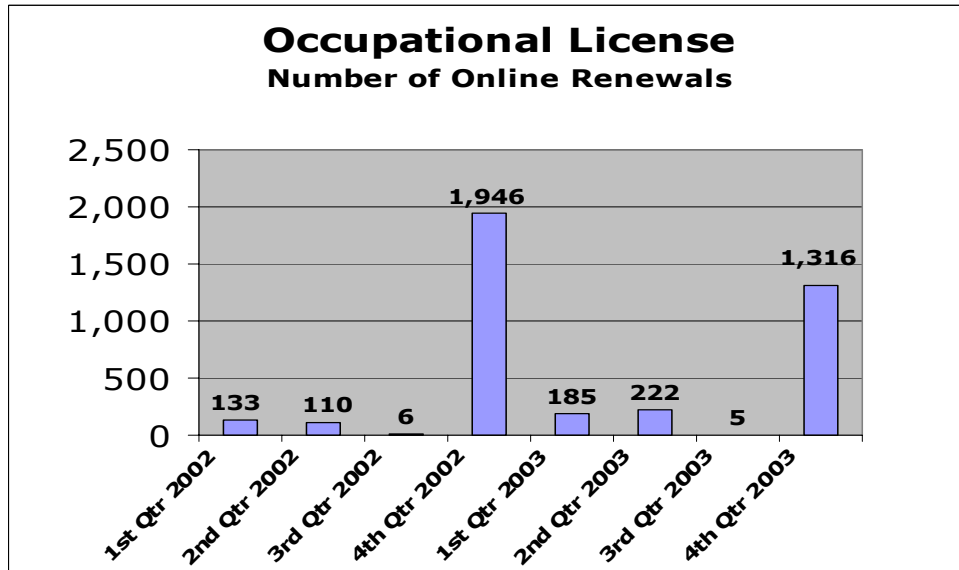
Reporting Period: FY 2002-03 4th Quarter

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Monitor, track and promote on-line services and payment activity for occupational license tax renewals and auto tag registration transactions

Check all that apply

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Renewal process is seasonal based on OE year (August through July)

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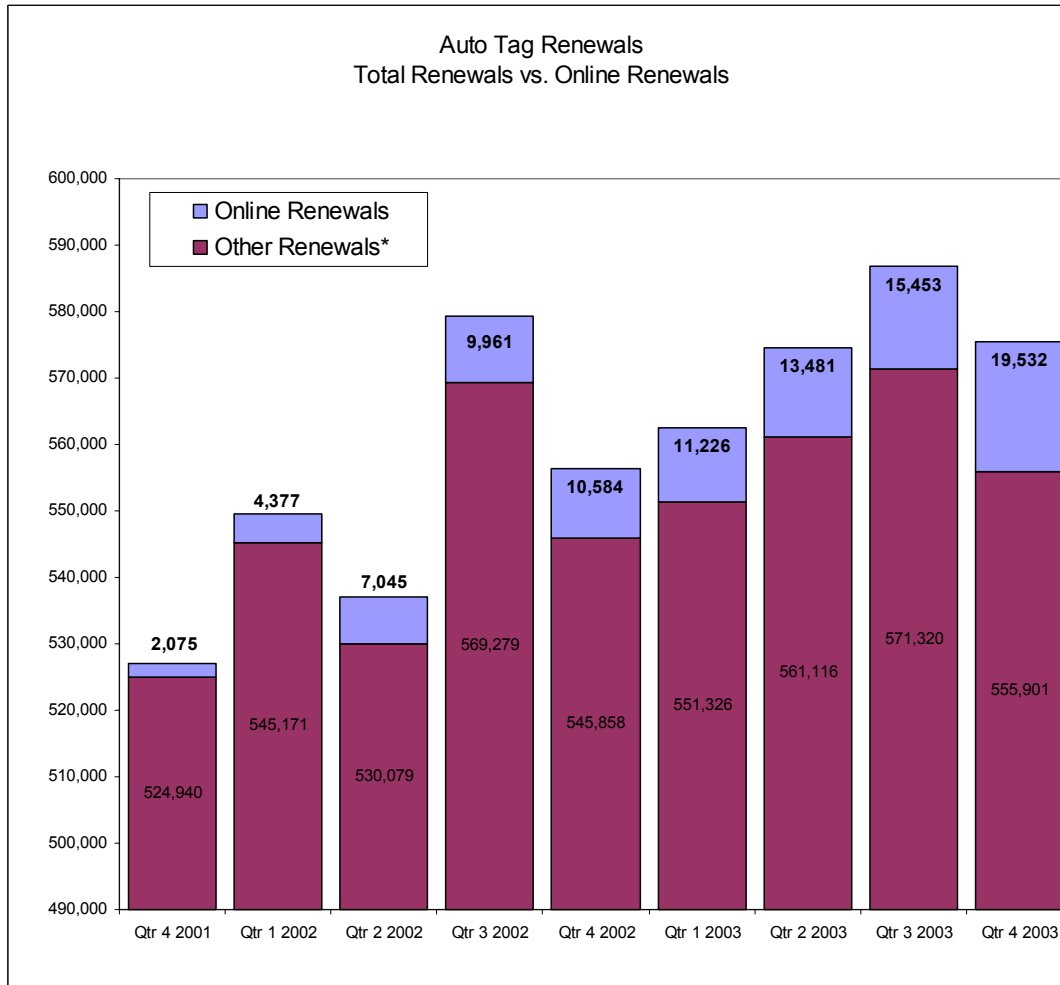
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*Figures include renewal transactions conducted at all private tag agencies

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PERSONNEL SUMMARY

A. Filled/Vacancy Report

| NUMBER OF FULL-TIME POSITIONS* | Filled as of September 30 of Prior Year | Current Year Budget | Actual Number of Filled and Vacant positions at the end of each quarter | | | | | | | |
|---|--|---------------------------|--|--------|-----------|--------|-----------|--------|-----------|--------|
| | | | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
| | | | Filled | Vacant | Filled | Vacant | Filled | Vacant | Filled | Vacant |
| | 313 | 336 | 303 | 33 | 288 | 48 | 296 | 40 | 298 | 38 |

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

- Approval of a three-phase hiring plan was approved by the Office of Management and Budget during the 4th Quarter. The Finance Department will continue to recruit vacant positions according to the approved plan.
- The Tax Collector's Office has continued to aggressively hire their vacant positions. A Paralegal Supervisor was hired during the 4th quarter. However, the individual was hired from within, thus causing another vacancy. Various positions included in phase 1 and 2 of the approved hiring plan have been advertised and will be filled during the 1st Quarter of FY 03-04.

C. Turnover Issues

D. Skill/Hiring Issues

- The Tax Collector's Office plans on increasing staff training offered by the Florida Department of Revenue and the Florida Department of Highway Safety and Motor Vehicles. The initial customer service training has taken place during the 4th quarter. Three Tax Collector employees attended a Department of Revenue Collector Certification training held in Tallahassee.
- The Tax Collector's Office is in the process of reclassifying all first-line employees who serve the public to the county established Customer Service Representative 1 and 2. This would establish a position in the Tax Collector's Office that is consistent with other county departments that have public service front line staff such as Team Metro, Building, Solid Waste, Transit, etc.

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E. Part-time, Temporary and Seasonal Personnel

- The Finance Department has 12 long-term Part –Time positions that we are requesting to be converted to Full-Time status. Although an effort is being made to have these employees fill existing vacancies, some overages may be requested in order to convert these quality employees to Full-Time status.
- Two temporary employees have been requested to assist with the Occupational License renewal season, which begins in August. These temporary positions will enable the Tax Collector's Office to continue field collections during the heavy renewal period.

F. Other Issues

- The 2003 tax bill has been redesigned and will be mailed at the end of October. The new tax bill uses larger, more legible font and clearly displays the various Ad Valorem and non-Ad Valorem taxing authorities that are collected by the Tax Collector's Office.
- In order to better serve our customers during our payment period, the Tax Collector's Office has been meeting with representatives of the Team Metro Answer Center in order to reroute all incoming tax bill related phone calls to the Answer Center. The payment period extends from November to March, with the bulk of the phone calls taking place during the month of November. The newly redesigned 2003 tax bills with contact information directing customers to contact the Answer Center will be mailed out at the end of October.
- The Tax Collector's Public Service section in room 101 is currently being constructed and is expected to open on schedule by the 1st Quarter of FY 2003-04. While the area is under construction, all public service functions have been consolidated in room 102. Once construction is complete, the Auto Tag and Ad Valorem sections will become separate public service offices. This is anticipated to provide a higher level of service to our tax paying customers, while better honing staff as subject matter experts in their respective areas. Originally, room 101 was anticipated to house the Auto Tag Public Service area, however after careful consideration of customer counts and flow, the Tax Collector's Office has designated the renovated area for the Ad Valorem Public Service Unit.
- Due to the temporary space constraints caused by the construction, the Tax Collector's Office has instituted a compressed workweek pilot program on April 21st that allows for Public Service are personnel to work 10 hour days while extending public service hours from 8 a.m. to 6 p.m. In order to adequately staff both public service areas, the hours of operation will be adjusted to 8 a.m. to 5 p.m. upon opening of room 101.

Departmental Quarterly Performance Report

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FINANCIAL SUMMARY

| | PRIOR YEAR ACTUAL | CURRENT FISCAL YEAR | | | | | | |
|------------------|-------------------------|------------------------|-------------|--------|--------------|--------|-------------|-----------------------|
| | | Total Annual Budget | 4th Quarter | | Year-to-date | | | |
| | | | Budget | Actual | Budget | Actual | \$ Variance | % of Annual Budget |
| Revenues | | | | | | | | |
| Carryover | | | | | | | | |
| T/C Carryover | 2,270 | 3,226 | - | - | 3,226 | 2,175 | (1,051) | -33% |
| Famis Carryover | 1,553 | - | - | - | - | 554 | 554 | |
| B/A Carryover | 371 | 350 | - | - | 350 | 592 | 242 | 69% |
| C/M Carryover | 14 | - | - | - | - | 17 | 17 | |
| CC Carryover | (136) | 204 | - | - | 204 | 484 | 280 | 137% |
| Other Rev | | | | | | | | |
| Tax Collector | 22,631 | 22,675 | 5,669 | 12,227 | 22,675 | 22,983 | 308 | 1% |
| Famis/Adpics | 430 | 735 | 184 | 735 | 735 | 735 | - | 0% |
| Bond Admin | 1,826 | 1,485 | 371 | 490 | 1,485 | 2,146 | 661 | 45% |
| Cash Mgt | 930 | 1,086 | 272 | 658 | 1,086 | 1,087 | 1 | 0% |
| Credit and Coll | 2,312 | 1,596 | 399 | 756 | 1,596 | 2,604 | 1,008 | 63% |
| Total | 32,201 | 31,357 | 6,894 | 14,866 | 31,357 | 33,377 | 2,020 | 6% |
| Expense* | | | | | | | | |
| Tax Collector | 12,558 | 13,454 | 3,364 | 3,751 | 13,454 | 12,613 | 841 | 6% |
| Director | 697 | 1,036 | 259 | (270) | 1,036 | 513 | 523 | 50% |
| Controller | 3,276 | 3,911 | 978 | 368 | 3,911 | 3,853 | 58 | 1% |
| COR X-fer | 5,879 | 7,500 | 1,875 | 7,500 | 7,500 | 7,500 | - | 0% |
| Famis/Adpics | 1,429 | 735 | 184 | 249 | 735 | 495 | 240 | 33% |
| Bond Admin | 1,606 | 1,835 | 459 | 1,019 | 1,835 | 1,635 | 200 | 11% |
| Cash Mgt | 927 | 1,086 | 272 | 688 | 1,086 | 1,053 | 33 | 3% |
| Credit and Coll | 1,691 | 1,800 | 450 | 690 | 1,800 | 1,812 | (12) | -1% |
| Total | 28,063 | 31,357 | 7,839 | 13,995 | 31,357 | 29,474 | 1,883 | 6% |

(All Dollars in Thousands)

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

* The Finance department is experiencing higher than budgeted attrition; Expenses, reimbursements and transfers are not evenly distributed throughout the year

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Equity in pooled cash (for proprietary funds only)

| | Prior Year | Current Year | | |
|---------------------|------------|--------------|----------|----------|
| | Year End | Month 10 | Month 11 | Month 12 |
| <u>Fund/Subfund</u> | | | | |
| GF 030/031 | | | | |
| 031005 | 3,003 | 4,718 | 4,995 | 1,450 |
| 031004 | 612 | 1,744 | 1,851 | 1,122 |
| GF 050/053 | | | | |
| 053006/056113 | 863 | 458 | 346 | 1,029 |
| 053002 | 92 | 102 | 62 | 116 |
| 053003/4/7 | 702 | 1,651 | 1,961 | 1,527 |
| Total | 5,272 | 8,973 | 9,215 | 5,244 |

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature
Department Director

Date October 29, 2003